

UNITEDHEALTH GROUP

**WORKING
TOGETHER
FOR HEALTHIER
COMMUNITIES**

2011 Social Responsibility Report



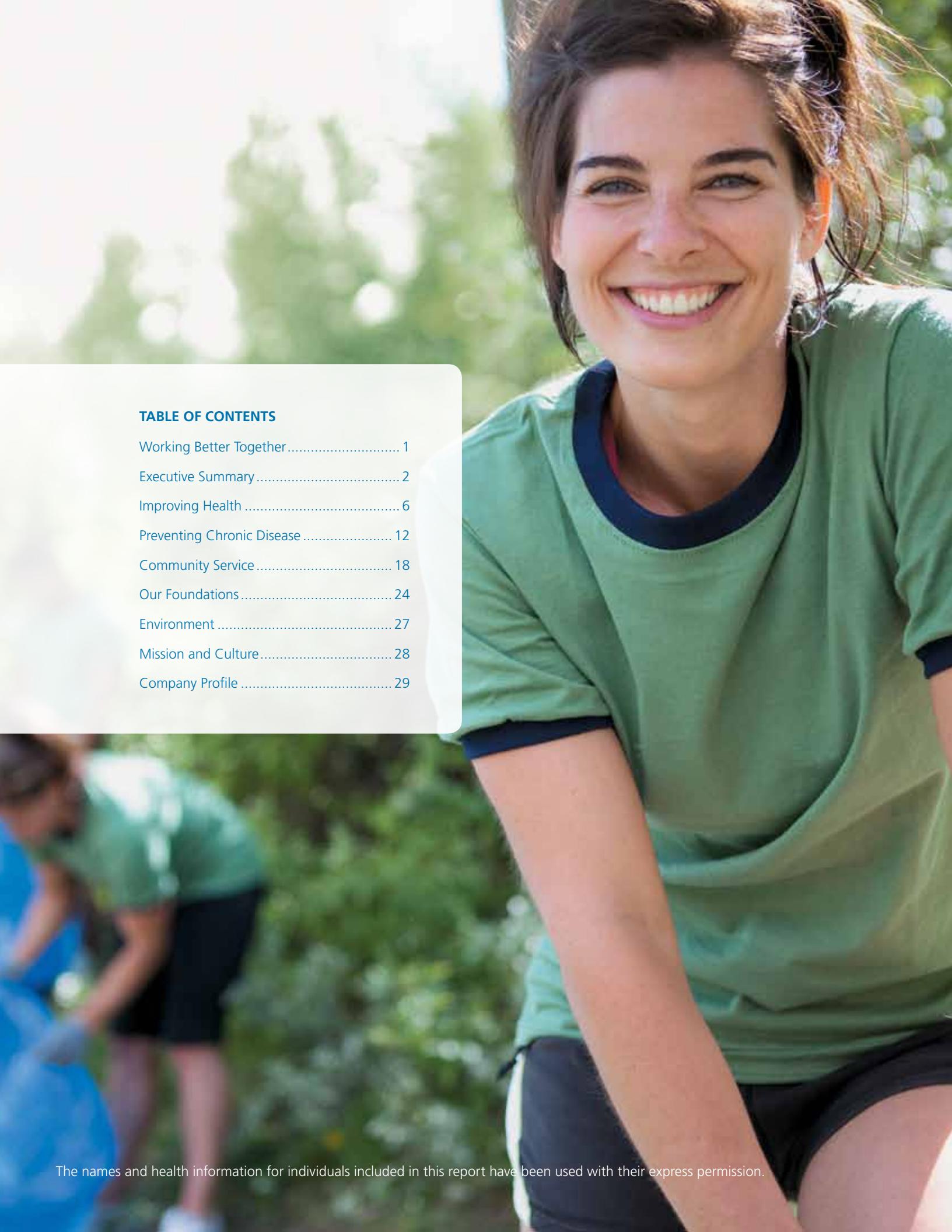
A large, vibrant photograph of a young woman with dark hair, smiling broadly. She is wearing a bright green short-sleeved shirt over a dark blue collared shirt. The background is a soft-focus outdoor scene with green trees and foliage.

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Working Better Together

The people of UnitedHealth Group, Optum and UnitedHealthcare, working together as a team and collaboratively with a broad range of partners across the nation and around the world, continually help to make the world a healthier place, to make health care better, to strengthen communities and to make a difference in the lives of millions of people.

Helping people live healthier lives is our mission. It's what we do as a business, and is the goal we are committed to as an enterprise and as individuals. We invest time, energy and thought to strategically address the most pressing health and social challenges facing the communities where we live and work, through our business operations and our social responsibility initiatives.

Our employees donated their time, skills and personal funds at record levels in 2011.

Our enterprise is developing practical innovations in health benefits and health services that create greater access to more affordable and higher quality health care for more people. Using advanced technology and information, we help make care delivery more efficient and effective, so people receive the right care at the right time in the right place. Health care is delivered and experienced locally, and our UnitedHealth Group volunteers gain a firsthand understanding of what people need in local communities and neighborhoods.

Our employees donated their time, skills and personal funds at record levels in 2011. From

walking to end heart disease, to feeding hungry seniors, to assisting families devastated by natural disasters, they volunteered more than ever before and their charitable giving reached new highs.

This commitment to making a positive impact on the health care system and in the lives of individuals is a defining trait of our people and our enterprise. It is aligned with our shared culture of integrity, compassion, relationships, innovation and performance.

I am privileged and inspired to work with so many talented, compassionate colleagues. Making a lasting difference in the lives of others is challenging work, but that's what our people are doing... every day... for millions of people.

I'm proud to share this report that highlights the progress we helped to make in people's lives in 2011... working together.

Sincerely,



Stephen J. Hemsley

President and Chief Executive Officer
UnitedHealth Group

Executive Summary

In 2011, working as a team with our neighbors and partners around the globe, the employees of UnitedHealth Group, Optum and UnitedHealthcare put the power of collaboration and compassion to work to make a difference in the lives of the people and communities we serve.

As a company, we eagerly accept the responsibility to operate our business in a way that advances the quality of the communities in which we live and work. This ethic is embraced by our employees and, through them, our enterprise. We live this responsibility by developing innovative products and services that impact millions of people, and combine that with a complementary array of philanthropic activities and the power of tens of thousands of volunteers. Taken together, they form the foundation of our work to build a healthier society.

Harnessing our deep understanding and expertise serving more than 75 million people across the health care system, our commitment to social progress is a constantly evolving endeavor. Our ability to impact health combines with the collective spirit and generosity of employees who genuinely want to help, and with them we endeavor to make the best of an opportunity few companies have — to touch, change and improve millions of lives.

Who We Are

We're more than 99,000 individuals working together and dedicated to the common goal of improving health. This takes many forms, from financial donations and volunteering in our communities, to staffing health and wellness programs, promoting disease awareness and providing critically needed disaster relief.

Our progress toward achieving the goals of our social responsibility agenda is also strongly advanced by the dedicated work of our two principal foundations — the United Health Foundation and the UnitedHealthcare Children's Foundation.

In addition, our research organizations, the Optum Institute for Sustainable Health and the UnitedHealth Center for Health Reform & Modernization, develop innovative policies and practical solutions for the biggest health care challenges facing our nation. In 2011, for example, in one of the working papers issued by the Center, we shared valuable insights and solutions with policymakers and the public about ways to modernize a critical, but often overlooked, area of our health system: health care in rural America.

We're more than 99,000 individuals working together to improve health and help prevent and care for chronic health conditions.

Our Mission

To help people live healthier lives.

With this mission as our guide, we strategically focus our investments, resources, people, time, energy and expertise in health and health care to achieve a measurable impact, to make a real difference in people's lives, and to make the health care system work better for everyone.

22YRS \$1.2M

America's Health Rankings®
has documented the country's
health for 22 years.

IN SCHOLARSHIPS AWARDED
to more than 200 students from
diverse backgrounds.

We continue to focus our efforts on three primary areas that represent our social responsibility agenda: improving health; chronic disease prevention and care; and improving the communities where we live and work.

Below is a snapshot of a few of the programs and partnerships that are helping translate our mission into action.

Improving Health

We believe improved health begins with empowering all individuals and engaging local stakeholders — physicians, business leaders, community officials and health advocates — to make health care work better for everyone.

The challenges are apparent. About one out of every three American adults is overweight or obese, the rate nearly tripling since 1990. These individuals are more likely to develop chronic diseases, such as heart disease, Type 2 diabetes and hypertension.

The startling rise in obesity was reported in the 22nd annual United Health Foundation's *America's Health Rankings®* in 2011, which found that after years of gains the health of our nation is stagnating. Troubling increases in obesity, diabetes and the number of

children living in poverty offset modest improvements in smoking cessation, preventable hospitalizations and cardiovascular deaths.

To put the report to use and reduce the incidence of preventable illnesses, United Health Foundation joined forces with the National Business Coalition on Health (NBCH) to provide communities with grants to develop new health strategies to meet the unique needs of local residents.

Foundation grants were awarded to six NBCH member coalitions around the country to support "community summits" where local leaders discuss health issues and develop strategic plans to address local health challenges and mobilize public and private resources. For example, in St. Louis the community summits were used to develop a comprehensive anti-obesity strategy involving local physicians, businesses and citizens.

We are also pursuing gains in the health of local communities directly through the training of the next generation of health care providers. In 2011, United Health Foundation awarded \$1.2 million in scholarships to more than 200 students from diverse, multicultural backgrounds planning careers in health through the Diverse Scholars Initiative. The program, now in its fifth year, is designed to increase culturally competent health care delivery, close the health disparities gap and improve the quality of care, particularly in underserved communities.



UnitedHealthcare teamed up with Sesame Workshop to create *Food for Thought: Eating Well on a Budget* and nearly three in four families who have used the materials reported doing new things, including serving healthier meals.

Chronic Disease Prevention and Care

We believe community-based programs and partnerships are essential to reversing the rising tide of chronic disease.

Today, 32 percent of children between the ages of 3 and 9 years old are overweight or obese. While children who have excess weight are motivated to lose it, they can't do it alone.

To help children get healthy and stay healthy for life, UnitedHealth Group partnered with the Y of the USA and the YMCA of Greater Providence, R.I., to launch the JOIN for Me program in 2011.

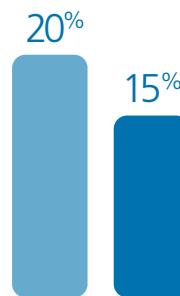
Guided by an expert panel, JOIN for Me engaged a group of kids ages 6 to 17 with excess weight, along with their parents. Over a 16-week period, participants attended a series of meetings to learn how to achieve lower weight through healthier family nutrition choices and increased activity.

After six months, 84 percent of the participants completed the full program and achieved on average a 3.5 percent reduction in weight. Parents who were

enrolled in the program lost an average of 3.3 pounds. UnitedHealth Group expects to launch the JOIN for Me program in more communities around the nation in 2012.

UnitedHealth Group's partnership with Sesame Workshop is making it

easier for children and their parents to be healthier. Nearly 75 percent of families in the *Food for Thought Eating Well on a Budget* program reported making positive changes to their eating habits.



900,000

FEWER YOUTH SMOKERS

With a \$2.8 million grant from United Health Foundation, the Campaign for Tobacco-Free Kids aims to reduce the youth smoking rate from 20 percent to 15 percent.

In 2011, UnitedHealth Group expanded its partnership with Sesame Workshop, adding initiatives designed to help young children with asthma and teach parents and children how to avoid lead poisoning.

UnitedHealth Group also joined forces with the "Million Hearts Initiative," a public/private partnership led by the U.S. Department of Health and Human Services, the Centers for Medicare & Medicaid Services, and the Centers for Disease Control and Prevention (CDC). The program seeks to prevent 1 million heart attacks and strokes over the next five years. Tobacco use is a major factor in developing heart disease, so United Health Foundation gave a \$2.8 million grant to the Campaign for Tobacco-Free Kids. The Campaign is recruiting and training students to be pro-health advocates with the goal of reducing the youth smoking rate from 20 percent to 15 percent by 2015, a reduction of nearly 900,000 kids.

UnitedHealth Group expanded access to the Diabetes Prevention and Control Alliance (DPCA), a partnership with the CDC, the YMCA and national chain pharmacies. Today, the DPCA program is available at community pharmacies and grocery stores across the nation, providing more than 1.5 million people with access to its programs.

In 2011, the DPCA was recognized with the Healthy Living Innovation Award by the U.S. Department of Health and Human Services. And UnitedHealth

Group was named the Best U.S. Business Neighbor by the U.S. Chamber's Business Civic Leadership Center for its companywide efforts to address the diabetes epidemic through an expanding portfolio of programs, including the Diabetes Prevention and Control Alliance.

Working with the National Heart, Lung and Blood Institute (NHLBI), UnitedHealth Group has created a global network of health research centers to conduct research aimed at stopping the growth of chronic diseases and the threat they pose to world health.

Community Service

UnitedHealth Group believes in building stronger communities by giving back and taking an active role in the communities where company employees live and work.

Through UnitedHealth Group's annual United Giving Campaign, employees can pledge donations to the charitable organization of their choice. Employees raised \$15.5 million in 2011, including \$8.6 million in employee pledges and \$6.9 million in company

matching funds — an 11 percent increase over the previous record.

The number of volunteer hours recorded by employees through UnitedHealth Group's VolunteerMatch program rose to 381,000 hours in 2011, up from 35,000 just four years ago. Almost 80 percent of employees performed volunteer work on their own and nearly 60 percent volunteered through one of UnitedHealth Group's volunteer programs, an increase from 33 percent in 2008.

One volunteer project in particular hit close to home this year. Nine million older adults nationwide face the threat of hunger. To address this challenge, UnitedHealth Group volunteers worked with professional athletes and local celebrities to help neighborhood food banks prepare and deliver hundreds of thousands of meals to hungry seniors across America as part of UnitedHealthcare's "Do Good. Live Well." initiative and the AARP Foundation's "Drive to End Hunger."

In 2011, UnitedHealth Group's annual United Giving Campaign set new records with an 11 percent increase in employee pledges and company matches.

Corporate Governance

In 2011, UnitedHealth Group's strong commitment to robust corporate governance practices earned it high rankings from both Institutional Shareholder Services and Governance Metrics International.

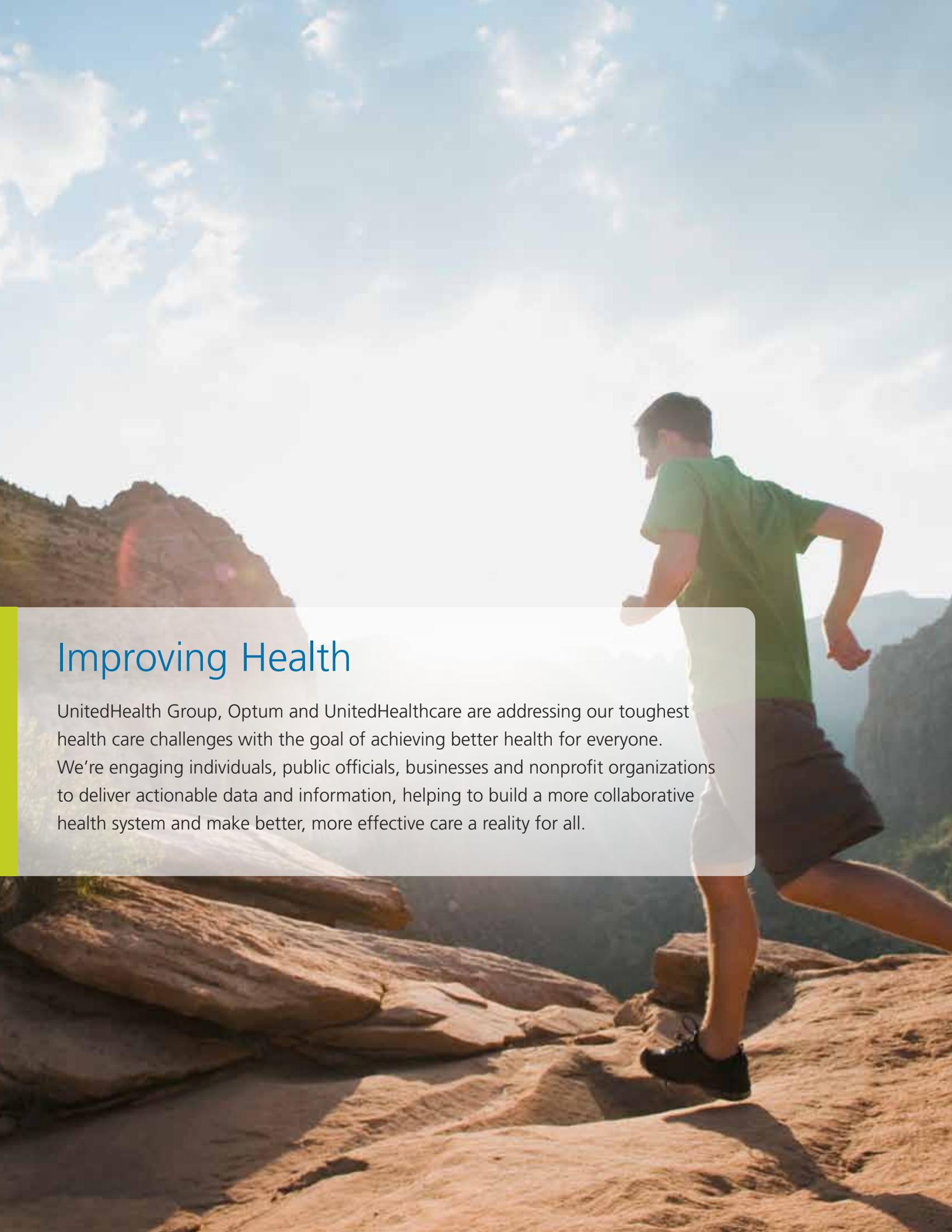
To foster accountability and transparency, UnitedHealth Group elects directors annually, receives valuable input from an external Shareholder Nominating Advisory Committee on board composition and company directors meet

stringent independence requirements that exceed those set by the New York Stock Exchange.

In 2012, UnitedHealth Group will work with its shareholders and community and health care partners to identify new ways to serve, guided by the foundational values embraced by the enterprise — integrity, compassion, relationships, innovation and performance.

Improving Health

UnitedHealth Group, Optum and UnitedHealthcare are addressing our toughest health care challenges with the goal of achieving better health for everyone. We're engaging individuals, public officials, businesses and nonprofit organizations to deliver actionable data and information, helping to build a more collaborative health system and make better, more effective care a reality for all.



Teaming Up with Effective Partners to Improve Health — One Community at a Time

In 2011, the United Health Foundation's annual *America's Health Rankings*[®] report found that about one in every three adults is overweight or obese, placing them at significantly greater risk for heart disease, Type 2 diabetes and stroke. The number of overweight Americans has nearly tripled since 1990.

To stem the rising tide of debilitating, preventable illnesses related to obesity, United Health Foundation and the National Business Coalition on Health (NBCH) are taking action.

United Health Foundation is providing communities across the nation with grants to use the findings from *America's Health Rankings*, as well as their communities' needs and resources, to develop new, tailored strategies to put their residents on the path to better health.

Foundation grants have been awarded to six NBCH-member coalitions: Chicago-based Midwest Business Group on Health; Indiana Employers Quality Health Alliance in Indianapolis; Memphis Business Group on Health of Tennessee; Rockford, Ill.-based Employers' Coalition on Health; Savannah Business Group on

Health in Georgia; and the St. Louis Area Business Health Coalition (St. Louis BHC).

Together, United Health Foundation and NBCH form a powerful partnership. NBCH is a national, nonprofit membership organization of 53 business and health coalitions representing 7,000 employers and 25 million employees and dependents.

"United Health Foundation is investing further in the public-private partnerships that we believe are best able to address local health challenges," said Reed Tuckson, M.D., United

Health Foundation board

member and executive vice president and chief of Medical Affairs for UnitedHealth Group.

"As health care costs

continue to rise, due in

large measure to the

increasing burden of

preventable chronic illness, it is important for all stakeholders to work together to develop realistic, measurable solutions to prevent disease and optimize health in their communities."

Coalitions have a strong track record of galvanizing people and organizations to get things done.

The grants enable local coalitions to launch or advance existing "community summits" with local business leaders, nonprofit organizations, mental and public health professionals, elected and public officials and community advocates.

At these summits, participants develop strategic plans to address local health challenges, mobilize public and





"The coalitions, made possible by United Health Foundation and the resulting partnerships, show the true power of collaboration."

**MARY JO CONDON, SENIOR DIRECTOR,
PARTNERSHIPS AND PROJECTS,
ST. LOUIS AREA BUSINESS HEALTH COALITION**

private resources and create health programs that can be implemented for local residents.

"Our business coalition members across the country care deeply about the health of their communities," said Andrew Webber, NBCH president and CEO. "Coalitions have a strong track record of galvanizing people and organizations to get things done."

Foundation Grant at Work in St. Louis

In St. Louis, where a staggering 70 percent of the community is considered overweight or obese, the NBCH-funded initiative called *Live Well STL* is focused on helping residents lose extra pounds and maintain healthy weight.

Mary Jo Condon, senior director of Partnerships and Projects for the St. Louis Area Business Health Coalition, said the United Health Foundation/NBCH grant is helping their community "connect the dots" to improve the quality and affordability of health care for residents.

In collaboration with the Midwest Health Initiative, a regional, multi-stakeholder organization, the

St. Louis BHC is working to bring all of the community's voices together.

"It was a bit scary at first," said Condon, who joined the St. Louis BHC in 2009 following a decade as an award-winning journalist. "But with each conversation we gained insights about the great work of existing programs and the community's unmet needs."

Through a series of community discussions with physicians, business leaders, residents, health plan CEOs and community leaders — online, in group settings and one-on-one — there was a clear consensus among participants that the top priority for their community was combating obesity.

"Our community partners didn't shy away from addressing obesity even though they knew it would be hard," said Condon. "That said, we had a clear charge that any intervention proposed would need to support existing efforts, target specific gaps and be measurable."

A three-pronged strategy emerged: 1) assist physicians in motivating patients to lose weight,

exercise more and eat better; 2) engage area employers in evidence-based health promotion in the workplace; and 3) develop a *Live Well STL* community health resource guide.

Teaching Doctors How to Motivate Patients

Research shows that while patients highly value the advice of their own physicians, many overweight and obese patients leave the doctor's office without having had a serious discussion of their weight with their physician. In fact, many physicians and their staff report they fall short in basic skills to motivate patients to lose weight.

Condon said that with the help of the United Health Foundation/NBCH grant, the St. Louis BHC is seeking to strengthen the ability of St. Louis area physicians to better support overweight patients. With assistance from the Saint Louis University School of Medicine, the coalition is looking to assemble teams of professionals to teach local doctors motivational interviewing and other behavior-change techniques. The goal is to maximize every office visit to support a healthier lifestyle.

The approach, developed by the American Academy of Family Physicians, has led to significant weight loss and improvements in eating habits and physical

America's Health Rankings

United Health Foundation's America's Health Rankings® has tracked the health of the nation for the past 22 years, providing a unique, comprehensive perspective on how the nation — and each state — measures up.

The 2011 edition of the Rankings suggests our nation is extremely adept at treating illness and disease. However, Americans are struggling to change unhealthy behaviors, such as smoking and those that lead to obesity, which cause many of these diseases in the first place.

The report found troubling increases in obesity, diabetes and children living in poverty. These increases were offset by modest improvements in smoking cessation, preventable hospitalizations and cardiovascular deaths. Simply put, the report found that for every person who quit smoking in 2011

another individual became obese, which contributed to a higher incidence of chronic disease and increased health care spending.

This means that the overall health of the nation is stagnating and the time for action is now.

To better engage individuals to take control of their health, this year in addition to the annual Rankings the United Health Foundation launched an interactive "Take Action for Change" Facebook campaign to encourage Americans to adopt healthier habits.

The program encourages participants to make pledges every day to actively improve their health, from going for a walk to quitting smoking. For each day a participant makes a pledge, United Health Foundation donates 25 cents to one of three organizations: the Campaign for Tobacco-Free Kids, the YMCA or the American Cancer Society.



activity. In a study of more than 600 patients across more than 20 primary care practices nearly 18 percent of patients lost 10 pounds or more within 10 months, and 41 percent reported eating more healthy foods.

Engaging Employers in Evidence-Based Health Promotion at Work

The United Health Foundation/NBCH grant is also helping the St. Louis BHC promote better health on the job.

Today, employers are looking for simple, inexpensive, evidence-based workplace health programs to help their employees live healthier lives. The problem: Although employers have spent significant resources on employee health initiatives, most employers do not possess the tools to evaluate the actual impact of these programs.

To better measure the effect of workplace health programs, the St. Louis BHC is partnering with 25 to 30 employers using a specially designed assessment tool and survey to evaluate workplace environments and policies related to physical activity and nutrition.

This scorecard will allow employers to evaluate current practices and the impact they're having on employee food choices and weight management. For example, an employer with a vending machine offering healthy snacks may earn extra points on the scorecard. The approach examines the total work environment for physical activity and nutrition and is based on best practices regarding worksite health interventions and promotion of wellness.

The St. Louis BHC plans to publish its findings, sharing them with other employers who can in turn implement similar programs to benefit their own employees.

Connecting People and Programs

Finally, the Midwest Health Initiative, the St. Louis BHC's partner in *Live Well STL*, is working to create a "one-stop shop" for all things healthy in St. Louis.

The goal is to build a searchable online community health resource guide that will connect individuals to existing community-based nutrition, fitness and weight loss resources, including local community walks, YMCA programs and farmers' markets.

Condon said the collaborative nature of the United Health Foundation grant "really spoke to the St. Louis BHC" and its mission.

"We believe strongly in the need for patients, care providers and health care purchasers to come together to improve our nation's health and the

quality and affordability of health care," continued Condon. "The coalitions, made possible by United Health Foundation and the resulting partnerships, show the true power of collaboration."

Ride 2 Recovery

In October, more than 200 cyclists and injured veterans, their supporters and UnitedHealth Group volunteers set off on the Ride 2 Recovery Florida Challenge, a seven-day, 350-mile ride from Jacksonville to Tampa sponsored by UnitedHealthcare. Additional Ride 2 Recovery events were held in Minnesota, Wisconsin, New York and Texas.

Ride 2 Recovery benefits physical and psychological rehabilitation programs for veterans, featuring cycling as the core activity.

"The Ride 2 Recovery helps support important health programs for men and women who served our country," said David Lewis, CEO, UnitedHealthcare Employer & Individual of Florida. "Exercise and rehabilitation services are critically important to help injured veterans enjoy a return to the health and well-being they richly deserve."

From indoor spinning training at military installations to multi-day, long-distance rides, Ride 2 Recovery helps injured veterans heal through the challenge of long-distance cycling.

"As veterans rebuild strength and conditioning, they are also healing the effects of post traumatic stress disorder, traumatic brain injuries and depression," said John Wordin, president and founder of Ride 2 Recovery. "Cycling is a powerful therapeutic exercise that they can continue to do for the rest of their lives."

Anthony Carr, a UnitedHealthcare employee who participated in the ride, said he joined to use his experience as a cyclist and road racer to assist the veterans on the long journey.

For three years, UnitedHealthcare has served as the Ride 2 Recovery's presenting sponsor, providing financial and volunteer support to assist in the rehabilitation of America's injured veterans.





Preventing Chronic Disease

Getting healthy and staying healthy is hard work. It takes commitment and discipline. And it's always easier with a partner.

At UnitedHealth Group, Optum and UnitedHealthcare we believe partnerships among organizations and individuals are the key to improving care and preventing disease. We put this philosophy into action through community-based partnerships and wellness programs that are engaging, accessible and effective, and informed by the most up-to-date research.

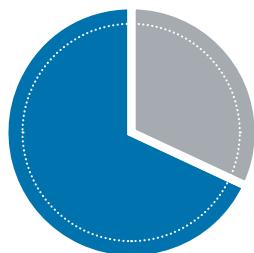
JOIN for ME Program: Empowering Individuals to Live Healthier Lives

The numbers are clear: childhood obesity is an epidemic.

A startling 32 percent of children between the ages of 3 and 9 years old are overweight or obese. That statistic is likely to increase absent an effective intervention to help kids and teens develop healthier lifestyles.

With that goal in mind, the UnitedHealth Center for Health Reform & Modernization developed an evidenced-based intervention and launched it in partnership with the Y of the USA and the YMCA of Greater Providence, R.I., during 2011. The concept is easy to understand: create an environment where young people can discover how to reduce calories and be more physically active.

"Everyone's looking for an evidence-based solution, and with the JOIN initiative UnitedHealth Group is building one," said Tom Beauregard, executive vice president of the UnitedHealth Center for Health Reform & Modernization.



32%

OF CHILDREN
ages 3 to 9 years old are
overweight or obese.

JOIN for ME engages kids between the ages of 6 and 17 who are above the 85th percentile in weight. Along with their parents, kids actively participate in a series of group sessions to achieve a healthier weight through a reduction in calories and screen time and an increase of sleep and physical activity.

11-year-old Ryan Morel lost 30 pounds in 16 weeks with the help of the JOIN program and support from his mother, Dana.



Guiding the study is an expert panel of researchers, local pediatricians, school nurses, YMCA officials and UnitedHealth Group leaders.

The idea behind JOIN is "energy balance." People gain excess weight when energy intake (the food we eat) and energy use (physical activity) are out of balance. JOIN teaches kids how to reduce the consumption of "LESS" foods (foods high in calories, fat and sugar) and replace them with "YES!" foods (low fat, low sugar, high fiber), and encourages them to engage in high-energy activity.

A total of 155 children and teens enrolled in the study. Families entered the program in several ways: through

84% 3.5%

OF THE ORIGINAL 155 PARTICIPANTS in the JOIN study completed the full program.

REDUCTION IN EXCESS WEIGHT was achieved, on average, by the participants.

referrals from the Y, family doctors and local schools, and through self referrals generated from the media.

Over the course of six months, children and parents attended group sessions to “connect” personally on what was working and “learn” new strategies for better calorie balance. Families were also given “go” activities to put the strategies they learned into practice in their everyday lives.

The results are changing lives.

One participant, 11-year-old Ryan Morel of Coventry, R.I., has always been an active kid who loves to play soccer. Although not obese, Ryan always ranked in the highest percentile weight class for his age group. As he got older, Ryan began noticing a loss of stamina on the soccer field.

Ryan’s mother, Dana, heard about the JOIN study at her local YMCA. At first, Ryan was reluctant to participate, but at the initial meeting Ryan connected with the other kids in the program and the program’s coordinator.

Over the next 16 weeks, Ryan and Dana attended every class, participated in the weekly call-ins, completed their homework and encouraged each other to keep at it. The result: Ryan, who weighed 122 pounds when he began the program, lost 30 pounds.

“It was a complete change,” said Dana. “He went from a pant size of 14 Husky to a 12 Slim. He’s healthier, feels better and he really gained confidence. Once he saw the weight coming off, he got very motivated.”

Dana says Ryan lost the weight by “swapping out” high-fat, high-calorie foods with better choices and maintaining a 1,200-calorie-a-day diet. He was also taught to recognize that often he was eating because he was bored.

Ryan now eats turkey burgers instead of beef and salad in place of french fries, and he measures his portions. He also exercises regularly on the treadmill and elliptical machines at the gym. Ryan can see the difference in the mirror and on the soccer field.

“I’m faster,” Ryan said. “I don’t lose my breath as quickly and I can run.”

Dana said the JOIN program works in part because kids and families “weren’t just told what to do, but



“I’m faster. I don’t lose my breath as quickly and I can run.”

**RYAN MOREL,
JOIN PROGRAM PARTICIPANT**

The JOIN program works in part because kids and families “weren’t just told what to do, but learned how and why making the right choices can have such a huge impact.”

DANA MOREL, WHOSE SON, RYAN,
PARTICIPATED IN THE PROGRAM

learned how and why making the right choices can have such a huge impact.”

After six months, 84 percent of the original 155 participants in the JOIN study completed the full program and achieved, on average, a 3.5 percent reduction in excess weight. Parents and guardians who were enrolled in the JOIN program with their children lost an average of 3.3 pounds, opening the door for new wellness models that engage the entire family.

Dr. Gary Foster, Ph.D., professor of Medicine and Public Health and director of the Center for Obesity Research and Education at Temple University, has been evaluating the effectiveness of the program with a team of research experts.

“We were very pleased with the results, which showed a statistically significant improvement in weight outcomes among participants. Equally impressive was the fact that more than eight in 10 remained engaged in the program,” said Foster.

“Children who have extra weight are motivated to lose it, but they can’t do it alone,” said Deneen Vojta, M.D., senior vice president, UnitedHealth Center for Health Reform & Modernization and the study’s principal investigator. “We look forward to supporting the launch of this model in communities around the nation.”

UnitedHealth HEROES

UnitedHealthcare and YSA (Youth Service America) are supporting kids’ creative efforts to fight obesity through the UnitedHealth HEROES grant program, awarding more than \$187,000 in HEROES grants to 282 schools and community-based organizations nationwide for youth-led projects that address childhood obesity.

HEROES, a health literacy initiative developed by UnitedHealthcare and YSA, is designed to encourage young people, working with educators and youth leaders, to create and implement hands-on programs to encourage healthy eating and healthy lifestyles.

Now in its fourth year, the program has awarded more than 1,000 grants of up to \$1,000 each to programs across the country, including: a Healthy Cooking Show and lesson plan for elementary students in Hawaii; Kid Power Inc. in Washington, D.C., connecting youth to environmental science with gardening and health through a Citizen Farm project; and Camp Gator in Florida, which organized a mentoring program pairing University of Florida student athletes with kids at risk of becoming obese.

“Childhood obesity is a growing problem in America and links to long-term health issues, which can be alleviated by drawing awareness of and starting healthy habits at a young age,” said Steve Culbertson, president and CEO of Youth Service America.

“Youth Service America is proud to partner with UnitedHealthcare and mobilize children and youth to create, implement and solve childhood obesity.”

Million Hearts Initiative

Each year, an estimated 17 million people die from heart disease in the United States.

In 2011, UnitedHealth Group joined forces with the “Million Hearts Initiative,” a public/private partnership led by the U.S. Department of Health and Human Services, the Centers for Medicare & Medicaid Services, and the Centers for Disease Control and Prevention aimed at preventing 1 million heart attacks and strokes over the next five years.

With a \$2.8 million grant from the United Health Foundation, the Campaign for Tobacco-Free Kids is recruiting and training student pro-health advocates. The goal: reduce the youth smoking rate from 20 percent to 15 percent by 2015 — a reduction of nearly 900,000 youth smokers. Peer-to-peer pro-health outreach has proven very effective in helping young people avoid tobacco addiction. UnitedHealth Group’s role in the Million Hearts Initiative complements its long commitment to

UnitedHealthcare and Sesame Workshop Help Parents and Children Improve Health

A year after UnitedHealthcare Community & State helped launch Sesame Workshop’s *Food for Thought: Eating Well on a Budget* initiative, independent research indicates the program is helping families increase their knowledge, beliefs and behaviors around nutrition.

Food for Thought is a bilingual (English-Spanish) multimedia outreach initiative that helps families who have children between the ages of 2 and 8 cope with limited access to affordable and nutritious food (also known as food insecurity).

The study found that within four weeks of exposure to the *Food for Thought* kit nearly three in four families reported making positive nutritional changes, including:

- Seeking information/assistance on how to cope with food insecurity;

- Taking steps to save money on food; and
- Making changes to promote healthier eating in the family (such as offering whole grains, involving children in grocery shopping and food preparation and eating with a caregiver).

During 2011, UnitedHealthcare expanded its relationship to include Sesame Workshop’s bilingual initiatives *A is for Asthma* and *Lead Away!*, programs addressing two of the most common health problems for children.

A is for Asthma is designed to help young children with asthma and their families enjoy active lifestyles while learning to recognize asthma triggers and managing asthma symptoms. *Lead Away!* provides resources designed to increase awareness about the health risks of lead, and to help parents and children learn effective strategies to avoid lead exposure.

Building a Global Network of Research Centers

Cardiovascular diseases, pulmonary diseases, cancer and diabetes caused more than 60 percent of deaths worldwide in the first decade of the 21st century — or 35 million people each year.

fighting cardiovascular disease through integrated disease prevention programs to help keep people healthy.

As part of the Million Hearts Initiative, UnitedHealth Group expanded access to the Diabetes Prevention and Control Alliance (DPCA), a partnership with the CDC, the YMCA and national chain pharmacies. The program identifies people with pre-diabetes and undiagnosed diabetes and teaches them strategies to improve their health by eating better and exercising more.

For its efforts to combat diabetes, in 2011, UnitedHealth Group received the Healthy Living Innovation Award from the U.S. Department of Health and Human Services and was named the Best U.S. Business Neighbor by the U.S. Chamber of Commerce's Business Civic Leadership Center for its enterprisewide work to prevent and treat diabetes and obesity. Today, the DPCA program is available at community pharmacies and grocery stores, providing more than 1.5 million people with access to its programs.

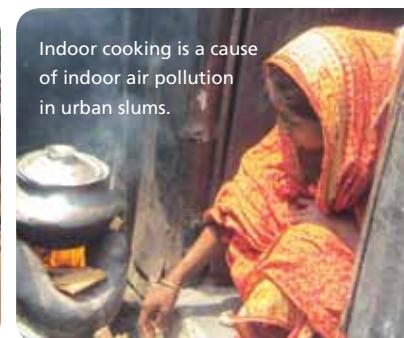
The main risk factors for these four non-communicable diseases (NCDs) are tobacco consumption, poor diet, physical inactivity and the harmful use of alcohol.

Without concerted action deaths are expected to increase to 41 million by 2015. Almost half of those deaths will be people under 70 years of age. The poorest people post the highest death rates, with more than 80 percent of NCD-related deaths occurring in nations with higher levels of poverty and larger numbers of low-income citizens.

The National Heart, Lung, and Blood Institute (NHLBI) and UnitedHealth Group have come together to create a global network of 11 health research centers in low- and middle-income countries to conduct research on countering NCDs and to train researchers for the future.

Closely mapping health care priorities identified by the World Health Organization, the Institute for Medicine and others, this research is aimed at developing effective approaches for reducing preventable premature deaths and disability from NCDs, while helping implement economic, environmental, public health and health care delivery programs to help stop the growth of chronic diseases and their threat to world health.

This unique collaboration leverages the research expertise of NHLBI and the health system expertise of UnitedHealth Group and recognizes the essential contributions of the biomedical community in driving change.



Community Service

Whether it's providing an older person with a warm meal, helping a family find food and shelter in the aftermath of a natural disaster or simply giving children a safe place to run and jump and play, our employees show tremendous compassion to others and have a positive impact on people's lives.

Volunteering plays an important role in our company's mission to help people live healthier lives. With service to others engrained in our culture, 79 percent of our employees and 97 percent of our executives volunteer their time and energy to charitable causes compared to the national average of about 26 percent.



Making a Difference: Compassion and Service in Action

While many Americans work hard to make the right food choices, too many of our seniors have no choice at all, wondering each day where their next meal will come from.

About 9 million older adults nationwide face the threat of hunger. Senior hunger is defined as people ages 60 and over who are at risk of hunger or suffering from hunger due to financial constraints.

In Minnesota, 4 percent of the state's seniors are at risk of going hungry. According to Second Harvest Heartland, a leading hunger-relief organization in Minneapolis, more than 136,000 seniors visited its food pantry during the first eight months of 2011 — an increase of 50 percent over the same time period in 2008. Unfortunately, Minnesota seniors aren't alone.

According to AARP, roughly 5 percent of California's seniors are at risk of going hungry. In Virginia and Florida even more are at risk, and in Texas more than 10 percent of senior residents face the prospect of a lack of food.

"The downturn in the economy has had a significant impact on seniors in our community. Many seniors are forced to make the difficult decision between buying food and paying rent," said Michael Flood, president and CEO, Los Angeles Regional Food Bank.

Thanks to the compassion and action of nearly 1,000 UnitedHealth Group employees and AARP, many of these seniors are receiving a helping hand.

"As a company devoted to serving seniors, the struggle of senior hunger is close to our hearts,"

said Tom Paul, CEO of UnitedHealthcare Medicare & Retirement.

In 2011, UnitedHealth Group volunteers worked together and shoulder-to-shoulder with professional athletes and local celebrities to raise awareness of this issue and to help neighborhood food banks provide meals to hungry seniors across America.

Taken together, our volunteers prepared hundreds of thousands of meals as part of UnitedHealthcare's "Do Good. Live Well." employee-volunteer initiative and AARP Foundation's "Drive to End Hunger" program.

In San Antonio, UnitedHealthcare held numerous food drives at its local offices and employees sorted and assembled food kits at the San Antonio Food Bank, providing more than 210,000 meals to seniors and families in Southwest Texas.

The San Antonio Food Bank provides millions of pounds of food to more than 500 charitable organizations in Southwest Texas each year and

**About 9 million
older adults
nationwide face
the threat of hunger.**



**OF EMPLOYEES
VOLUNTEERED IN 2011**



**OF EXECUTIVES
VOLUNTEERED IN 2011**



Our employees helped create a "domino effect of good deeds," said Ashley Olson, who serves as co-chair of UnitedHealthcare's San Antonio social responsibility committee. "We encouraged and challenged others to join us and it was like a chain reaction."

offers a variety of programs that not only solve the immediate problems of hunger, but help individuals and families gain long-term food security.

UnitedHealthcare employee Ashley Olson joined more than 100 UnitedHealthcare volunteers and their family members along with the popular Texas-based Randy Rogers Band to prepare meals for seniors at the San Antonio Food Bank.

For Olson one of the most profound lessons of the food drive was the power of relationships to make the effort a success. UnitedHealthcare employees helped

create a "domino effect of good deeds," said Olson, who also serves as co-chair of UnitedHealthcare's San Antonio social responsibility committee.

"We encouraged and challenged others to join us and it was like a chain reaction," she said.

As a result, five other local businesses joined the food drive and the Randy Rogers Band brought along 50 volunteers of their own and performed a charity concert for the food bank. Olson said UnitedHealthcare had previously partnered with the band at a local KaBOOM! playground-build event in June.

\$8M 58% 381,000

ESTIMATED CONTRIBUTION
in social value by employees
in 2011.

INCREASE IN PARTICIPATION
in employee volunteer
programs since 2008.

VOLUNTEER HOURS LOGGED
by employees through the
VolunteerMatch program.

"It's part of our culture to give back," said Olson.
"Our leaders make it easy to get involved, to get out
in the community and see the impact we can make."

Similar food drives took place in cities across the
United States.

In California, Los Angeles Kings alumni Luc Robitaille
and Jim Fox teamed up with more than 150
UnitedHealthcare employees to assemble meals at the
Los Angeles Regional Food Bank in Vernon and the
Second Harvest Food Bank of Orange County in Irvine.

In Florida, Tampa Bay Buccaneers players and
cheerleaders joined more than 100 UnitedHealthcare
employees to pack food boxes at Feeding America
Tampa Bay. Additional food drives were sponsored in
Minneapolis, Chicago, San Francisco and Salem, Va.

"UnitedHealthcare and other concerned community
partners are giving us a tremendous boost in helping
to alleviate senior hunger in the Twin Cities," said Rob
Zeaske, executive director, Second Harvest Heartland.
"Together we can elevate our effort to feed people in
need, particularly our vulnerable seniors."

Olson said she continues to be "very busy, spending
a lot of time in the community" taking part in charity
events to support local causes ranging from women's
health to autism.

"To be a part of a company that values giving back to
the communities where we live and work is important
to me," said Olson. "And it's very motivating."

Volunteerism Reaches New Levels

UnitedHealth Group, Optum and UnitedHealthcare
employees posted record numbers of volunteer
hours and volunteers making a difference in their
communities and the lives of their neighbors.

In 2011, the number of volunteer hours donated
and logged by employees through the company's
VolunteerMatch program rose to more than
381,000 up from 35,000 just four years ago.
Almost 80 percent of employees reported having
performed community volunteer work on their own
and nearly 60 percent said they volunteered through
one of UnitedHealth Group's volunteer programs, an
increase from 33 percent in 2008. It's estimated that
UnitedHealth Group volunteers have contributed a total
of \$8 million in social value in 2011.

UnitedHealth Group employee Lynne Liebrenz
compares volunteering to the effect one drop of water
can have in a pond: "The ripple effect goes on, and
little by little we do make a difference," said Liebrenz.

For 2012, UnitedHealth Group has pledged \$2 million
worth of skills-based volunteering as part of its new
partnership with the "A Billion + Change" campaign.
The campaign helps nonprofits fulfill their missions by
providing them with access to the skills of corporate
volunteers in such areas as finance, marketing, legal
advice, communications and graphic design.

For 2012, UnitedHealth Group has pledged \$2 million worth of skills-based volunteering as part of its new partnership with the "A Billion + Change" campaign.

United Giving Campaign Breaks Record in 2011

The United Giving Campaign is all about helping those who most need it and walking in their shoes. This annual campaign enables employees to contribute to the charity of their choice through one-time gifts or ongoing payroll deductions. And gifts made to more than 11,000 member charities worldwide are matched

Building New Playgrounds and New Opportunities for Children

Last fall at the Dexter Training Ground Park in Providence, R.I., more than 100 UnitedHealthcare employees joined forces with the New England Patriots Charitable Foundation to build a 3,500-square-foot playground in just eight hours.

"The new playground will give our West Side children the opportunity to interact with their peers and help them develop both physically and socially," said Kari Lang, executive director, West Broadway Neighborhood Association.

The activities were part of UnitedHealthcare's national "Do Good. Live Well." volunteer initiative. The volunteers worked with KaBOOM!, a national nonprofit organization that has helped build more than 2,000 playgrounds in communities throughout the country.

UnitedHealthcare has partnered with KaBOOM! to build playgrounds in Atlanta; Los Angeles; Minneapolis; Austin and Dallas, Texas; and Waltham, Mass.

In Texas, Dallas Cowboys tight ends Jason Witten, Martellus Bennett, Martin Rucker and John Phillips, Cowboys cheerleaders and 150 UnitedHealth Group employees erected a new playground at Uplift Education's Williams Preparatory school.

"Williams Preparatory is excited to have the support of UnitedHealthcare," said Yasmin Bhatia, CEO, Uplift Education, which operates 20 tuition-free public charter schools in North Texas.

"Because Uplift Education schools are public charter schools we do not receive state funding for facilities, making this generous donation all the more important to our schools and young scholars."



\$15.5M

by the company, dollar-for-dollar. This campaign goes to the heart of UnitedHealth Group as a company and it's a tremendous opportunity for employees to put their commitment to compassion and service into action in a very powerful and personal way.

2011 was the best year yet for the United Giving Campaign. UnitedHealth Group, Optum and UnitedHealthcare employees raised \$15.5 million, including \$8.6 million in employee pledges and

\$6.9 million in company matching funds — an 11 percent increase over the previous record set in 2010.

These results clearly demonstrate that UnitedHealth Group employees are passionate about giving back, that together they are a powerful force for good, and that each and every employee lives the UnitedHealth Group mission to help people live healthier lives.

UnitedHealth Group is proud of this record-setting effort and prouder still that as a result of this effort thousands of nonprofit organizations will be better able to serve people across the globe.

Offering a Helping Hand When Disaster Strikes

From flooding to tornadoes and hurricanes to wildfires, disasters happen almost daily somewhere in the world, directly affecting the communities where UnitedHealth Group employees live and work.

When disaster does strike UnitedHealth Group takes action.

This year, UnitedHealth Group expanded its support of the American Red Cross to help this critical relief organization respond quickly and efficiently to disasters as they happen. UnitedHealth Group's disaster funding increased to an annual donation of \$500,000 to the Red Cross Annual Disaster Giving Program.

"This funding enables the Red Cross to respond immediately to the needs of individuals and families, providing food, shelter, mental health counseling and other essential assistance to disaster victims," said Gail McGovern, president and CEO of the American Red Cross.

"When disasters strike, the devastation can be overwhelming," said Kate Rubin, vice president of Social Responsibility for UnitedHealth Group. "By becoming a member of the Annual Disaster Giving Program we're helping to ensure that the Red Cross can respond as quickly as possible, whether the affected area is down the street or around the globe."

\$6.9M

Company Matching Funds

\$8.6M

Employee Pledges

**FUNDS RAISED
BY EMPLOYEES IN 2011**



United Health Foundation

Since 1999, the United Health Foundation has been committed to better health and health care for all. Through community partnerships, grants and outreach efforts we're working to improve the quality and cost-effectiveness of medical outcomes, to expand access to health care services for underserved individuals, and to enhance the well-being of local communities. To date, more than \$193 million has been committed to improve health and health care. Our Foundation is focused on four priorities:

Creating Healthier Communities

Working to improve our nation's health and well-being is one of the cornerstones of United Health Foundation. We're committed to supporting initiatives that touch the lives of families, neighborhoods and communities.

Taking a panoramic view of our country's health through *America's Health Rankings*® allows us to identify areas of concern. Using these findings we then work with a broad array of community partners to create effective solutions that result in positive outcomes and improve the health of more Americans.

Expanding Access to Care

We are passionate about working with our partners to offer quality health care for all, particularly for individuals who face overwhelming struggles. Our funding and support of more than \$30 million over the last nine years to Community Health Centers of Excellence helps provide care to some of the most underserved and at-risk communities.

Patients at these health centers often experience health problems disproportionately linked to race, ethnicity and economic situations. Community clinics

are able to provide quality care focused on the unique needs of the surrounding neighborhoods. As a result, independent findings show that patients receive quality of care that is equal to or better than the care provided by private health care clinics.

Improving Medical Outcomes

Effective medical treatment often rests on the shoulders of credible scientific research and clinical studies, which ultimately expand our knowledge of health and medicine. The Foundation values medical research that leads to successful outcomes.

As physicians and care providers learn of medical advancements, they can apply relevant new science and treatments in their clinics and practices. This sharing of knowledge results in a win-win for both medical providers and their patients as improved outcomes may help patients live longer, healthier lives.

We are passionate about working with our partners to offer quality health care for all, particularly for individuals who face overwhelming struggles.

Diverse Scholars: Nurturing Our Future Health Workforce

United Health Foundation believes the future of great health care starts by nurturing today's rising stars. We're proud to award scholarships to low-income, diverse, multicultural students who are committed to advancing the overall health of our nation and their own communities.

In 2011, United Health Foundation awarded \$1.2 million in scholarships to more than 200 students through its Diverse Scholars Initiative.

"Research shows that when patients are treated by health professionals who share their language, culture and ethnicity, they are more likely to accept and receive medical treatment," said Kate Rubin, president, United Health Foundation.

The scholarships are awarded through partner organizations to African-American, American-Indian, Asian-American and Latino and Hispanic students planning to pursue careers in health care. Among the many prestigious partner organizations are the American Indian College Fund; the Asian & Pacific Islander American Scholarship Fund; the Congressional Black Caucus Foundation and Congressional Hispanic Caucus Institute; and the United Negro College Fund.

In June 2011, United Health Foundation hosted the third annual Diverse Scholars "Young Minds, Bright Futures" Forum in Washington, D.C. The event recognizes the scholars' achievements and inspires them to work toward strengthening the nation's health care system. Students met with members of Congress and leading experts from a variety of health care fields and attended panel discussions.

Omasiel Comrie-Reinert was among the students who received a scholarship from the United Health Foundation in 2011. After emigrating from Panama, and while still learning English, Omasiel was hospitalized and experienced firsthand the challenges faced by someone not receiving culturally competent care.

"I have seen firsthand the need that exists in the health care system now for professionals from a diverse background."

**OMASIEL COMRIE-REINERT,
R.N., B.S.N.**



This experience inspired her to go into the field of nursing. "I want to be able to truly understand the needs of patients and to deliver to them the best care possible," she said. She is making great progress toward her goal. Having graduated Magna Cum Laude with her Bachelor of Science in Nursing, Omasiel has now turned her attention to an advanced degree and plans to be in a Master of Science — Nursing program this fall.

"I have seen firsthand the need that exists in the health care system now for professionals from a diverse background," said Omasiel. "I'm so grateful to have been awarded this scholarship as it's allowing me to continue to work hard to achieve my dream."

Since 2007, United Health Foundation has awarded nearly 800 scholarships benefiting students across the nation, committing more than \$4 million to this initiative.

UnitedHealthcare Children's Foundation

Children who have medical needs sometimes lack comprehensive insurance that covers all of their medical treatments and there are few places their families can turn to fund these treatments.

As a result, far too many children face the risk of going without necessary treatment or receiving care while their families are burdened with large financial obligations. The UnitedHealthcare Children's Foundation provides medical grants, up to \$5,000, to help meet this need.

Living a Full Life

Seven-year-old Jameese loves to sing and dance and will be singing in her school's talent show. She also loves to read, is on the honor roll at school and won the Principal's Citizenship Award. To top it all off, she's taking cooking classes to learn how to bake cookies and granola bars.

Not much seems to slow her down, but Jameese was diagnosed with severe chronic continuous asthma, dermatitis and allergic rhinitis. In the last two years she has been in the doctor's office multiple times, the emergency room twice, and admitted to the hospital. This has caused her to miss multiple days of school and her parents to miss multiple days of work.

To control the flare-ups of symptoms Jameese has been prescribed several medications. Unfortunately, her family's health care insurance does not cover the cost of all of the medications, making it difficult for the family to afford them. UnitedHealthcare Children's Foundation has provided a grant to assist with the cost of the medications, which means that Jameese will miss less school, go outside and play and keep living her very full life.

When people hear stories like Jameese's they want to get involved. In fact, in 2011, more than 10,000 UnitedHealth Group employees pledged \$1.46 million to the UnitedHealthcare Children's Foundation. Those pledges were matched by the company dollar-for-dollar. These contributions, plus the generous

contributions from corporations and individuals outside the company, helped fund 1,248 medical grants in 2011, a 59 percent increase over 2010.

To learn more or to apply for a grant, visit www.uhccf.org.



In 2011, more than 10,000 UnitedHealth Group employees pledged \$1.46 million to the UnitedHealthcare Children's Foundation.

Working Together for a Healthy Environment

UnitedHealth Group believes that an important part of fulfilling its mission to help people live healthier lives is championing environmentally friendly programs that support a clean environment.

From reducing the use of Styrofoam™ to building more efficient offices, UnitedHealth Group and its employees donated substantial time, energy and resources in 2011 to make a difference, including raising more than \$1.2 million in the last five years for EarthShare and its group of environmental charities through the United Giving Campaign.

UnitedHealth Group recycled more than 10,000 pieces of technology equipment totaling 157,000 pounds of metal and plastic and increased its participation in the Energy Star program to 33 sites. The company's Shred-All program recycled 4,600 tons of paper and plastic.

In 2011, UnitedHealth Group programs saved:

- 78,000 trees
- 32 million gallons of water
- 18 million kilowatt hours of electricity
- 9 million pounds of recycled paper
- 2 million gallons of oil

UnitedHealth Group's environmental stewardship extends to how the company manages and runs its buildings. In recent years, UnitedHealth Group has constructed two new facilities, with a third scheduled for completion in 2012, that have earned the prestigious Leadership in Energy and Environmental Design (LEED) Gold-level certification by the U.S. Green Building Council.

As part of its continuing energy management programs, UnitedHealth Group:

- Invested almost \$5 million in 167 sustainability projects;
- Reduced energy consumption by more than 19 percent;
- Realized a cumulative reduction of 58,787 tons of carbon dioxide emissions, equivalent to the emissions of 11,526 automobiles;
- Installed energy-efficient technologies, including lighting retrofits; and
- Managed 33 buildings that meet the Energy Star certification criteria, meaning they operate 20 percent more efficiently than nonqualified buildings.

In 2011, UnitedHealth Group began providing on-site employees with eco-friendly, reusable mugs at no cost to reduce the use of Styrofoam™ cups in the workplace. The initiative was part of a comprehensive recycling program that is contributing to a safer, more sustainable future and it has reduced Styrofoam™ consumption and estimated landfill waste by more than 50,000 pounds.

And UnitedHealth Group is committed to doing even more:

- 15 percent reduction in carbon emissions by 2015
- 68 additional sites enrolled in Energy Star
- Three-year waste management and recycling plan
- LEED principles used in future construction projects

For more on UnitedHealth Group's environmental programs, visit: www.unitedhealthgroup.com/SocialResponsibility/Environment.aspx.

Our Mission

Our mission is to help people live healthier lives. Our role is to help make health care work better for everyone.

We seek to enhance the performance of the health system and improve the overall health and well-being of the people we serve and their communities.

We work with health care professionals and other key partners to expand access to quality health care so people get the care they need at an affordable price.

We support the physician/patient relationship and empower people with the information, guidance and tools they need to make personal health choices and decisions.

Our Culture

The people of this company are aligned around basic values that inspire our behavior as individuals and as an institution:

Integrity. We are dedicated to the highest levels of personal and institutional integrity. We make honest commitments and work to consistently honor those commitments. We do not compromise ethics. We strive to deliver on our promises and we have the courage to acknowledge mistakes and do what is needed to address them.

Compassion. We try to walk in the shoes of the people we serve and the people we work with across the health care community. Our job is to listen with empathy and then respond appropriately and quickly with service and advocacy for each individual, each group or community and for society as a whole. We are grateful to have a role in serving people and society in an area so vitally human as their health.

Relationships. We build trust through cultivating relationships and working in productive collaboration with government, employers, physicians,

nurses and other health care professionals, hospitals and the individual consumers of health care. Trust is earned and preserved through truthfulness, integrity, active engagement and collaboration with our colleagues and clients. We encourage the variety of thoughts and perspectives that reflect the diversity of our markets, customers and workforce.

Innovation. We pursue a course of continuous, positive and practical innovation, using our deep experience in health care to be thoughtful advocates of change and to use the insights we gain to invent a better future that will make the health care environment work and serve everyone more fairly, productively and consistently.

Performance. We are committed to deliver and demonstrate excellence in everything we do. We will be accountable and responsible for consistently delivering high-quality and superior results that make a difference in the lives of the people we touch. We continue to challenge ourselves to strive for even better outcomes in all key performance areas.

Company Profile

UnitedHealth Group (NYSE: UNH) is a diversified health and well-being company dedicated to helping people live healthier lives. Headquartered in Minnesota, the company offers a comprehensive array of products and services through two distinct platforms: UnitedHealthcare, which provides health care coverage and benefit services through UnitedHealthcare Employer & Individual, UnitedHealthcare Medicare & Retirement, UnitedHealthcare Community & State and UnitedHealth Military and Veterans Services; and Optum, which provides information and technology-enabled health services through OptumHealth, OptumInsight and OptumRx. Taken together, UnitedHealth Group serves the entire spectrum of health care participants: individual consumers, employers, governments, commercial payers and intermediaries, physicians, hospitals, care professionals, and pharmaceutical and medical device manufacturers. UnitedHealth Group operates in all 50 states and internationally, and provides services to more than 75 million people worldwide.

You can find more information about UnitedHealth Group and its businesses by visiting our website: www.unitedhealthgroup.com.

We welcome your questions and comments about UnitedHealth Group's progress. For more information about UnitedHealth Group's social responsibility initiatives, visit www.unitedhealthgroup.com/SR.

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